



# **SOCIAL MEDIA HANDBOOK FOR NAVY PAOs**

**CHINFO Emerging Media Integration (OI-5)**

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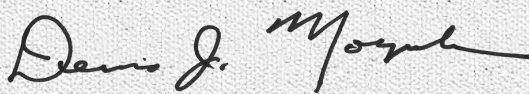
Team PA:

Our communications world is changing quickly. As professional Navy communicators, you each have the responsibility to lead your command's social media participation. Many of you are already operating effectively in this new environment and our Navy has reaped the benefits of doing so -- whether in crisis response; closer and safer connections to family members while deployed; or more personally sharing information with your interested audiences. This guide book is provided to those of you who are out front in these mediums -- and those dwindling few of you who remain on the fence. As professionals, the cost of remaining on the sidelines grows more expensive each day.

The innovative strides we are taking with these new tools at hand, most notably social and emerging media, are innovative and meaningful. And yet, we are still only beginning to experiment with the true impact we can make in the 24-hour, digital environment. Social media platforms have flattened, and to a degree, democratized the communication environment while eliminating the geographical barriers we once faced. The value and influence of both timely video and imagery in this real-time news cycle is only increasing. Social media is an equalizer in getting your story told -- and shared -- efficiently and richly.

This handbook is intended to serve as a means to support your approach to plan, implement and build effective and efficient social media engagement at your command.

Telling the Navy's story requires that we participate intelligently and responsively in our roles as communicators. I hope after reviewing this handbook, you feel better prepared and even more empowered to share your command's story through social media.



Dennis J. Moynihan  
RDML USN  
Chief of Information



Photo by MC2 Michael Blackwell

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<http://www.facebook.com/NavySocialMedia>

<http://www.navy.mil/media/smd.asp>



Photo by MC2 Stacy D. Laseter

## Executive Summary

Our challenge today is to be able to communicate to our audiences in a flat, 24-7 communication landscape where our audiences have as much capability (if not more) to communicate to a global audience as we do. To remain relevant to our audiences we must communicate with them in the channels and on the platforms where they get their information, mainstream and social media alike. Today we are expected to be able to communicate on behalf of our organizations in the near-real time environment of social media, and be responsive to the comments and feedback we receive from our audiences. If we fail these expectations our audiences will simply get their information elsewhere.

To effectively use these tools requires that we all assess and address our own comfort level and command of these technologies. The rate of change is only increasing and thus it is necessary for all Navy communicators to become at once students and leaders.

Our Navy is relying on us to ensure as an organization we are using these tools effectively and responsibly. As the Navy's communications experts, we are rightly expected to lead our commands and Sailors in this area. This handbook aims to help you do so.

*"In the realm of social media, conversation is king, and only active engagement and listening can lead to meaningful relationships. This is the new era of influence and you have the tools and channels to emerge as a new influencer. PR 2.0 is rooted in democratized content, strengthened by enthusiasm and market intelligence, and powered by conversations."*

*Putting the Public Back in Public Relations by Brian Solis & Deirdre Breakenridge*

# Social Media for Public Affairs Officers

Social media, as part of your overall command communication strategy, helps fulfill your obligation to communicate with all of your stakeholders. It also provides another, often richer, means of sharing information with internal and external audiences. Your stakeholders are increasingly using social media, and you're better off reaching them there than not at all.

We in the Navy public affairs community have set the standard as our service's expert communicators. While we have traditionally excelled at our mission to tell the Navy story – actively engaging the media, the public, and our Sailors and families through community relations, media relations and command information programs – the emergence and growth of social media gives us the opportunity to take our mission one step further.

Our role as public affairs professionals is to provide timely and accurate information about the activities of our commands to the public, keep our Sailors informed, and build relations with our communities. We are not limited to a particular medium to complete these objectives.

Social media offers some powerful advantages to the Navy communicator beyond traditional means of communicating:

- **It is unmediated:** There is no gatekeeper – that means that when you say something it will appear to your audience just as you want it to appear (keep in mind that your message might be misinterpreted so try to minimize that possibility before posting)
- **Provides feedback:** You can gauge – and act on – communication as a result of the open feedback that social media enables.
- **Promotes trust:** Responsively exchanging information builds a relationship and trust with your stakeholders. By listening, sharing and engaging with others in social media you have the unique opportunity to assume a leading role in what is said about your command and relevant issues regarding your command.

In fact, social media allows us another means of sharing information with external and internal audiences, enables more symmetrical, two-way communication with stakeholders and also allows outreach to real and virtual communities.

If we want to effectively reach an audience, we have to use the communication channels they use. Data shows clearly most that our audiences are increasingly

using social media and they expect that we will be there for them. Social media and other Web 2.0 technologies present unequalled opportunities for us to share the Navy story in an authentic, transparent and rapid manner while building richer, more substantive relationships with people we may not have reached through traditional communication channels.

The use of social media also presents challenges to our Navy and to the public affairs community as we adapt to the changing communication landscape. However, if we choose not participate in social media, conversations about the Navy will still take place, only those conversations will not include our perspective.

*"Gaining the trust of others requires you be competent and reliable. It also requires that you leave someone with a positive emotional impression, which is something the Web has the potential to do quickly and well."*

Trust Agents by Chris Brogan and Julien Smith



Photo by MC1 Richard M. Wolff

# Social Media Primer

## WHAT IS SOCIAL MEDIA?

Social media describes the different means by which people, enabled by digital communication technologies, connect with one another to share information and engage in conversations on topics of mutual interest. Social media is an umbrella term describing a variety of communication mediums and platforms, social networking being the most well-known. While specific mediums, platforms, and technologies may change in time, the overall trend of people connecting with other people using technology only increases. The way people get information has changed, and their desire to have real conversations with individuals, businesses, organizations, and government has increased. This presents a tremendous opportunity for all commands to more effectively communicate with Sailors, Navy families and the public.

## SOCIAL MEDIA PRINCIPLES

No matter which service you use in social media, the basic principles of transparency and authenticity should apply to your communication. Social media is a platform for building and fostering relationships and as such your use should embody the following principles:

- **Authenticity:** It is critical that people know who you are in social media. If they can't be sure who you are then they won't trust you and won't form a relationship with you.
- **Transparency:** In social media, there is more than an expectation of transparency -- there is a demand for it. Attempts to hide embarrassing information or avoid unpleasant topics will not only be ineffective, it will likely be counter-productive and draw more attention.
- **Consistency:** Your stakeholders using social media will quickly go elsewhere to meet their information needs if you are erratic with your participation. Decide how much time you will dedicate to your social media effort and stick to it. A burst of activity will be wasted if it is followed by a long period of absence.
- **Responsiveness:** Social media, even more so than traditional media, requires responsiveness on the part of the organization. Answer questions. Acknowledge concerns. Thank people who offer suggestions. This is a two-way medium, and you are talking with your stakeholders to build understanding.
- **Positive attitude:** Just like in interpersonal relationships, people using social media want to interact with others who help create solutions, not problems.

- **Sincerity:** Be yourself and be genuine. Social media is conversational, and it is appropriate to show some personality, even in an official capacity. You do not need to be a disembodied voice of the organization.
- **Humor:** While we take what we do as a Navy seriously, don't take yourself, your content, or others' criticism too seriously. Social media users expect and approve of levity and humor. Know where the line is between appropriate and inappropriate, and use humor when warranted.
- **Respect:** Social media is a flat environment. You and your organization are not above the collective or individuals. Respect others' opinions, even when you don't agree with them.

## Social Media Use: Public

The use of social media by the public has been an increasing trend over the past few years, made especially clear in 2010 when Facebook established its dominance in social media by exceeding over half a billion registered users and occasionally surpassing Google as the most popular site on the Internet. According to Forrester Research, 80 percent of U.S. online users engage with social media. This includes an increase in young adults and teens using the Internet more than any other medium as a source of information<sup>[1]</sup>, shift in adoption where adults 64 and older are the fastest growing demographic in social media (with those 50 to 64 being the second fastest growing demographic)<sup>[2]</sup>, and a growing adoption of social media abroad<sup>[3]</sup>.

As more people adopt social media as a source of information they increasingly look to communicate with the government in these spaces. PEW research has shown that as government agencies at all levels bring their services online, Americans are turning in large numbers to government websites to access information and services. Fully 82 percent of Internet users (representing 62 percent of all American adults) looked for information or completed a transaction on a government website in the twelve months preceding this survey<sup>[4]</sup>.

The public use of the Internet, to include social media, as a primary source of information is only increasing, and as more people look for information in these spaces it is essential we, the Navy's Professional Communicators, proactively use social media technologies to reach our audiences.

1 <http://people-press.org/report/689/>

2 <http://www.pewinternet.org/Media-Mentions/2010/Seniors-surge-on-social-networks.aspx>

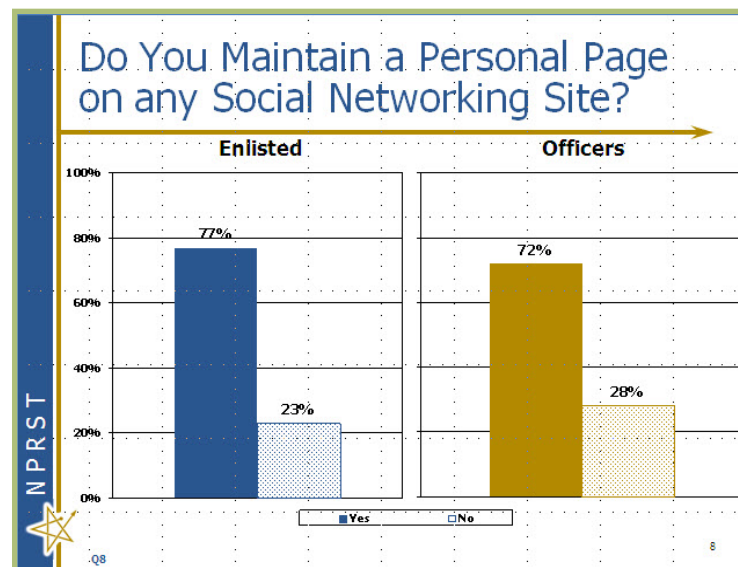
3 <http://www.pewinternet.org/Commentary/2010/December/Global-Social-Networking.aspx>

4 <http://www.pewinternet.org/Reports/2010/Government-Online.aspx?r=1>

# Social Media Use: Navy

- Social Media use within the Navy mirrors social media adoption among the general public. The Navy Personnel, Research, Studies, & Technology (NPRST) office conducted a poll in late 2009 on the use of Social Networking Sites (SNS) by Navy military personnel. The survey results clearly indicated an overwhelming adoption and use of SNS, primarily Facebook. The findings included:
- Almost 90 percent of Sailors have a personal Social Networking Site (SNS) page
- SNS used while afloat have a fan base that consists primarily of family members
- Facebook is the most common SNS, for both unofficial and official use
- Nearly 2/3 of Sailors use SNS from a non-government computer
- About 2/3 of Sailors think SNS are of some or significant value to the Navy
- Few enlisted and about 1/3 of officers feel SNS has a negative impact on productivity, while more than 1/2 of enlisted feel it positively impacts productivity
- Almost 2/3 of enlisted and more than 1/2 of officers feel SNS has a positive impact on communications
- Nearly 1/2 say that SNS are important or very important for the Navy of the future to access from Navy computers

In short, the poll clearly showed that Navy personnel actively use social media, in this specific case SNS, and value its use as a means of communicating with both family and the Navy.



SOURCE: Navy Personnel, Research, Studies, & Technology (NPRST), Social Networking Sites Quick Poll, DEC 2009

# What do DoD and the Navy say about Social Media?

The Department of Defense released its official policy on social media February 25, 2010. [Directive-Type Memorandum \(DTM\) 09-026](#), states that the default for the DoD non-classified network (the NIPRNET) is open access so that all of DoD can use social media. Under this new policy, there will be open and more consistent access across-the-board, but prohibited content sites (gambling, pornography, hate-crime activities) will still be blocked and commanders at all levels and heads of DoD components will continue to keep networks safe from malicious activity and take actions, as required, to safeguard missions.

Included in the DTM are three new terms defining use of the Internet:

- **Internet-based capabilities (IbC):** All publicly accessible information capabilities and applications available across the Internet in locations not owned, operated, or controlled by the Department of Defense or the Federal Government. Internet-based capabilities include collaborative tools such as SNS, social media, user generated content, social software, e-mail, instant messaging, and discussion forums (e.g., YouTube, Facebook, MySpace, Twitter, Google Apps).
- **External official presences (EOP):** Official public affairs activities conducted on non-DoD sites on the Internet (e.g. Combatant Commands on Facebook, Chairman of the Joint Chiefs of Staff on Twitter).
- **Official use:** Official uses of Internet-based capabilities unrelated to public affairs are permitted. However, because these interactions take place in a public venue, personnel acting in their official capacity shall maintain liaison with public affairs and operations security staff to ensure organizational awareness.

According to the DTM, service members and DoD employees are welcome and encouraged to use social media to communicate with family and friends — at home stations or deployed — but they should do so safely. The DTM emphasizes one's responsibility to protect themselves and their information online and that existing regulations on ethics, operations security, and privacy still apply. It also encourages all parties to never post any information that could be considered classified, sensitive, or that might put military members or families in danger. DoD plans to release an updated web instruction providing more detail.

On August 19, 2010, the Department of the Navy issued [ALNAV 056/10 Internet-based Capabilities Guidance – Official Internet Posts](#) and [ALNAV 057/10 Internet-based Capabilities Guidance – Unofficial Internet Posts](#). These two ALNAVs provide policy guidance for the use of social media for both official use and for unofficial or personal use respectively. A SECNAV instruction on Internet-based Capabilities is in staffing.

On October 18, 2010 the Chief of Naval Operations Admiral Gary Roughead released the [CNO's Guidance for 2011](#), a policy document aimed at describing to the force and to the public the Navy's priorities for the coming year. Among the 18 intentions listed, communication took an equal place among them in a section titled: ***Complement key actions and initiatives with effective communication methods and messages to maximize our effectiveness and return on investment.*** (see Enclosure (3) for full excerpt). In this section the CNO clearly stated that "Communication is an integral part of every Navy plan" and singled out the use of Facebook, Twitter, and Flickr "to reach key audiences and deliver messages in a timely manner..." He clearly stated as part of the Navy's way ahead for 2011 that the Navy will, "...further enhance our use of social media as a tool to reach our Sailors and their families and teach our commands, Sailors and their families to use it responsibly."



Photo by MC3 Travis K. Mendoza



# Social Media: Costs & Risks

The single greatest cost involved with social media is that it requires time – how much time is defined by the sites and tools that are used, the size of your audience, and the amount of interactivity that is generated. Generally speaking, more time spent on social media leads to better outcomes – but, like successful community relations, it is a long-term and slowly-built campaign. That means a relatively small amount of time invested consistently over the long-term will almost always be more successful than a large amount of time invested all at once. When evaluating if, when and how to use social media, consider its use not just in addition to existing products and programs but as a possible means of more effectively and economically filling those roles.

There are of course other potential expenses related to social media, such as monitoring and engagement services, analytics, training, conferences and more. The expenses above and beyond your time depend on how ambitious you are with your program and how much your command is willing to spend to achieve greater efficiencies in using social media.

As for risks, a commonly stated risk of using social media is the loss of control of your communication to the public. The reality, however, is that in this flat environment *you never had control* in the first place. The only communication you truly control is what you say and to whom. Not participating in a conversation in social media does not mean that the conversation is not taking place; it just means that you are not part of it – and probably unaware of it. In social media, just as in the rest of the world, there is always possibility that what you say would be spread and possibly misinterpreted. In fact, a distinct advantage of social media is that if you are listening you can quickly learn when misinterpretations occur and actively work to put out accurate information.

The flat environment of social media also allows for many points of view and does not necessarily favor a single authoritative voice. So, a comment about the Navy by a citizen is potentially just as important and authoritative as a comment by an official Navy spokesperson. This equity should not be a deterrent to participating, but rather a motivating factor – you can leave it to the engaged public to communicate for you or you can participate and lead the conversation. Through consistent and dependable participation in social media, Navy commands can build trust with communities and be an outstanding, authoritative voice among Navy conversations online.

Social Media is a significantly more open and global communication platform than we have used before, and it has demonstrated real power and benefits in reaching our audiences. With this openness comes some risks, but these risks can be mitigated through training. In this environment, the real risks are found in not being present. Ultimately you can choose to either lead conversations about your command and the subjects that are of value to it, or you can be led by the conversations that take place without you.



# Getting Started— Helping Your Command Create a Social Media Presence

## BEFORE YOU BEGIN, LISTEN!

As a professional communicator, the most important thing that you should do first is listen – and this goes for social media as well. Regardless of your personal or command involvement in social media, every public affairs officer/shop should set up a system to monitor the Internet and social media for content and conversations of relevance to your command.

There are a number of tools available to make monitoring manageable. The following bullet points are based on our experience monitoring the Internet and Social Media. Your experiences using these tips may vary, so experiment and come up with the best combination that works for your needs.

- **Develop a keyword glossary for your command.** Spend some time to develop a glossary of all of the keywords and phrases that might be used to either describe or search for your command, its mission(s) and subjects of interest to your command. This list will change over time as new issues arise.
- **Setup an RSS Aggregator like Google Reader.** RSS stands for *Really Simple Syndication* and is a simple method for having relevant information pushed to you. At CHINFO we use [Google Reader](#) but there are a host of RSS Aggregator's available. What is important is that you have a single means to collect the RSS feeds you are going to create.
- **Setup automated searches on Google.** You are free to use any other search site or tool that you are more familiar with, but our experience is with Google. Using [Google News](#) and [Google Blog search](#) you may create searches using the keywords from your keyword glossary. For each search there will be an RSS link on the results page. Clicking on this link will give you a page with an RSS Feed URL. Copy and paste this URL from your browser to your RSS Aggregator, and from now on anytime one of those keywords (or the combinations of keywords you've set) appears in a search it will automatically be fed to your feed aggregator, thus automating the search process. You can also do this with Twitter search.
- **Subscribe to RSS feeds.** If there are specific websites and blogs that you know have information of relevance to you and your command you can add the RSS feed from those sites to your aggregator. In many cases sites offer a variety of feeds of their content. In other cases sites may not offer a feed. In the case of the later, often you can just enter the URL for the site and the aggregator will do the rest of the work for you.
- **Vendor Services.** There are an increasing number of services available on the market that will help you monitor social media for relevant content. Generally speaking these services will give you a greater insight into issues of relevance by automating your monitoring to a higher degree and providing relevant analytics. The trade off for these labor saving services is that they aren't free and may exceed your available resources. Ultimately it is up to you and your command to make the determination if there is value in insight and/or time saved in using one or more of these services to meet your communications objectives in social media.
- **Nothing is perfect—trust, but verify.** While this methodology will go a long way to improving and automating your listening online it is not a 100 percent solution. Relevant content can still evade your automated searches and analytics from both free and paid services may just scratch the surface of an issue. Maintain a reasonable skepticism about what you hear until you can more reliably verify it.

Once you have your monitors in place, it will be easier to provide command leadership with an accurate picture of public opinion and develop more informed, effective communications, regardless of the medium used to communicate those messages.

# Requirements

According to the DTM, official use of social media is a public affairs function. This means that any official command use of social media must remain in compliance with Navy public affairs policy. Any content posted to an official social media presence must be either already in the public domain or must be approved for release by the Commanding Officer, Public Affairs Officer or anyone else designated with release authority on behalf of the command. Commands are ultimately responsible for official content posted on their social media presences as well as any presences run by other parts of their command. Contractors may help manage a social media presence but they cannot serve as a spokesperson for the Navy. Also, to the maximum extent possible, any content released by the command must also be present, in some form, on the command website for compliance issues.

The DTM also requires that all official uses of social media be registered with DoD. This is because on many social media platforms anyone can create an account to discuss issues related to any subject, including your command. Therefore, it is necessary to clearly delineate which social media presences are official. This can be done by registering a command presence with the Navy Social Media Directory at [www.navy.mil/socialmedia](http://www.navy.mil/socialmedia).

Besides being a requirement, registration benefits your command. First, it puts your command social media presences on the social media directory at Navy.mil. It also adds your command point of contact to the distribution list for the weekly social media update e-mail. This e-mail includes news, information and best practices on social media. Finally, registration ensures that your command's presences are included in any USG/DoD Terms of Service (ToS) Agreement(s). For example, official sites on Facebook have targeted advertising removed.

## **Requirement for social media sites to be accepted into the Navy Social Media Directory**

- ✓ CO or PAO approval
- ✓ Submit with valid .mil email address
- ✓ Presence must link to official DON URL (website address)
- ✓ Presence must post disclaimer text
- ✓ Presence must have a user agreement as appropriate
- ✓ Presence must be clearly identified as "official"
- ✓ Presence must be unlocked and open to the public
- ✓ Only "official pages" on Facebook can be registered and should be labeled as "organization - government"
- ✓ Presence identifying the individual vice, the command or billet are not acceptable as "official" presence with the exception of a notable few (SECNAV, CNO, MCPON)

# Developing a Strategy

You would never go into an operation without a plan, so why would you use social media without a plan? Even the smallest social media engagement deserves a strategy. A strategy allows you to:

- Define and measure success
- Develop shared understanding of the purpose of social media use for your command
- Define social media roles and responsibilities among your command
- Justify future resources

When planning to use social media, you should first consider how social media fits into your overall communication strategy. Your approach to social media should be complementary to your other communication efforts. It is also important to note that your command's social media presences function as an *extension* of, not *instead* of, your command's primary website.

Snapshot social media strategy 10 months ago

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## 2. Who do we want to engage?

**Be specific!**

- Sailors in our command
- Veterans
- Local community authorities
- Local residents
- Navy families in the your geographic region



**NAVY.mil**  
Official Website of the UNITED STATES NAVY

**SOCIAL MEDIA SNAPSHOT**

Photo by MC2 Kyle D. Gahlau





Like any overall communication strategy you'll want to consider many of the same things:

### **1. Goal**

- What is the "big picture" reason for using social media?
- Goals should reflect your command's communication goals

### **2. Objectives**

- Set realistic & measurable objectives to track progress
- Plan for the near, medium and long-term
- Consider engagement, not just headcounts of fans

### **3. Identify audiences**

- Identify and prioritize audiences you hope to communicate with
- Be specific (Sailors in your command, local residents, families, etc.)

### **4. Content**

- Determine the story you want to tell and how, which should align with command's goals
- Draft posting guidelines and/or comment policy to set expectations and determine after-action when a violation of policy occurs
- Find topics that interest your stakeholders and achieve your communication goals
- Create a content calendar, providing a quick tool to plan posts
- Be flexible and allow your stakeholders to shape conversations too
- Listen to your audience and enable a real dialogue
- Go beyond repopulating content prepared for traditional channels
- Post content that gets your audience to engage with you and each other.

### **5. Standard Operating Procedures (SOP)**

- Develop a standard operating procedure to manage workflow, assign tasks and allow for seamless personnel transitions
- Determine the most appropriate team to manage account(s)
- Determine the right roles and level of access for each manager on each tool
- Have a back-up plan for emergencies

## CASE STUDY: Puget Sound, Facebook, and Information Distribution

**By Darcy Jenne and Jessica Borrelli**, Puget Sound Naval Shipyard and Intermediate Maintenance Facility Public Affairs

During Thanksgiving week 2010, the Puget Sound area was hit with a significant snow storm, bringing ice and power outages. PSNS and IMF needed to curtail operations, and we were able to get the information posted on Facebook within minutes of the official decision being made. We immediately received a number of comments, questions, and feedback – something we never before received regarding inclement weather communications. During those two “storm” days, we gained more than 150 additional fans on our page. Many employees who had heard about the Facebook page decided to use it to get the Command’s operating status. The Facebook page was flooded that week with high praise for the PAO’s work in keeping employees updated on Facebook – as one fan stated, “just wanted to say a BIG thanks to the people that make this site. It was nice to check the page and get information on the operating status of the shipyard. Thanks!”

In an effort to reach and engage more workers, the PAO created a “road show” presentation to take to shops and codes, with supervisor approval, to educate employees on what the Facebook page entails and how it is beneficial for employees to be engaged in Command communications. In 2010, a partnership was made with the Human Resources staff – a PAO team member now does a Facebook presentation at all new employee indoctrination classes, and we see a spike in membership following every class.

During the recent catastrophic events surrounding the earthquake and tsunami in Japan, more than 700 of our work force deployed with USS George Washington (CVN 73) when she got underway from Yokosuka, Japan. Our work force joined the crew to continue maintenance as part of her Selected Restricted Availability. This was a sudden turn of events that left many family members and employees asking questions. Through the use of Facebook, we were able to provide daily updates, as well as photos and stories, on the well-being of our personnel and the work being conducted onboard. This provided the Command a way to reach out to those whose family member was TDY to Japan; family members were able to access daily updates and ask questions. We reached out and made contact with people posting and answered all questions. During this time, we saw an increase of more than 50 percent in page views and 163 percent in feedback posted, much of it very positive.

The critical element of our Facebook page – in comparison to other existing Command communications – is this page enables, encourages, and engages employees in two-way (up and down, back and forth) communication and allows the Command to provide accurate information to dispel rumors. This initiative has increased productivity, broadened employee perspectives, and kept management grounded by providing a method to stay in touch with more than 10,300 employees, including 4,500 employees on the deck plate without computer access at work and those several hundred who are TDY at locations around the world.

For a step-by-step guide on how to develop your command’s social media strategy, review the Navy’s strategy snapshot <http://www.slideshare.net/USNavySocialMedia/snapshot-social-media-strategy>

# Choosing the Right Tools

There are many social media platforms that your command could use to reach its target audiences, but to be effective, you should carefully consider a select few platforms that will reach the largest percentage of your audiences and enable you to accomplish your communication goals. It is important to ensure our communications reach all relevant audiences without bias toward any one particular platform. Additional research into your audiences will be necessary, but we've provided a general overview of popular sites to help you decide which is best to reach your command's audiences.

Social Networking Site	Summary	Statistics
<b>Facebook</b>	Founded in February 2004, Facebook is a social utility that helps people communicate more efficiently with their friends, family and coworkers.	<ul style="list-style-type: none"> <li>-500+ million users</li> <li>-50 percent of users log on to Facebook each day</li> <li>-Average user has 130 friends</li> <li>-Available in over 70 languages</li> </ul>
<b>Twitter</b>	Twitter is a social networking and microblogging service that enables its users to send and read other user posts called "tweets."	<ul style="list-style-type: none"> <li>-55 million tweets per day</li> <li>-180 million unique visitors per day</li> <li>-105+ million registered users</li> </ul>
<b>YouTube</b>	Founded in February 2005, YouTube is the world's most popular online video community, allowing millions of people to discover, watch and share originally-created videos.	<ul style="list-style-type: none"> <li>-2 billion videos viewed each day</li> <li>-Every minute, 24 hours of video uploaded to YouTube</li> <li>-Average user age 18-55 yrs. old</li> <li>-52 percent of 18-35 yr olds share videos often with friends and colleagues</li> </ul>
<b>MySpace</b>	MySpace is a technology company connecting people through personal expression, content, and culture. It is the world's largest music community.	<ul style="list-style-type: none"> <li>-110 million active monthly users</li> </ul>
<b>LinkedIn</b>	Business oriented social networking site. Founded in 2002, it is mainly used for professional networking.	<ul style="list-style-type: none"> <li>-70 million registered users</li> <li>-200+ countries and territories worldwide</li> </ul>
<b>FourSquare</b>	Foursquare is a location-based social networking website, software for mobile devices, and also a game. Users "check-in" at venues using a mobile website, text messaging or a device-specific application. They are then awarded points and sometimes "badges."	<ul style="list-style-type: none"> <li>-500,000+ users</li> <li>-1.4 million venues</li> <li>-15.5 million check ins</li> </ul>



## CASE STUDY: Maritime Civil Affairs Team 104

**By MCCM(SW/AW/EXW) Jon McMillan, USS Nimitz (CVN 68) Public Affairs**

MCAT 104 established its Facebook page in June 2009 to primarily communicate with friends, families and follow-on Civil Affairs teams still going through their training pipeline. The intent was to document and publish our team's experiences during our deployment to the Horn of Africa area of operations.

Over the next six months, our team worked in Djibouti, Rwanda and Uganda. We wanted to publish images and posts on Facebook that would show our team engaging with locals, seeking to understand the various cultures around us, and to highlight our respect for the people of each country we visited.

Part of the Civil Affairs mission is to listen, learn and understand the cultural environment around us and to explain that to our military commanders and their staffs. Additionally, Civil Affairs teams explain the U.S. military's mission and intent to locals to help foster positive relations. We used our Facebook page to help us conduct that part of the mission.

We posted photos and a news story about our team teaching English to the Djiboutian police force and delivering aid to a neighborhood in Djibouti. We highlighted our visits to Rwanda's Genocide Memorials to show how the Genocide still affected everything in Rwanda. We posted photo albums of our country visits throughout Rwanda so our new Rwandan friends could view them on Facebook and see our interest, and the interest of our growing fan base, in their country.

Being able to point our new friends to our Facebook page gave us a level of transparency that helped build trust quickly. Our actions on the ground, coupled with how we explained our purpose and mission in their country, equaled what they saw on our Facebook page. This consistency in message and actions was vital in helping us build goodwill and trust with our hosts.

This became very apparent as our mission moved to Uganda and we were tasked to assess local medical needs in the Kitgum area of Northern Uganda. To do this, our team needed to work side-by-side with established International Government Organizations and Non-Governmental Organizations. Many of these groups were averse to working with the military and were skeptical of our Team's mission. Again, MCAT 104 was able to better explain who we were and what we did by pointing them to our Facebook page.

After conducting initial site assessments in Northern Uganda, we returned to Djibouti to prepare for the medical and engineering civic action programs that were to be conducted a month later. We continued to post updates on Facebook about our work in Djibouti and we continued to engage IGO and NGOs in Uganda via our Facebook site and through Facebook messages. When we returned to Uganda about a month later, we were greeted as old friends.

Relationships matter. Especially in Africa. Through the use of our Facebook page, we were able to show what kind of work our team did and how we viewed the various countries and people we visited. The transparency of our work, accumulated over time on Facebook, reinforced by personal face-to-face meetings, helped our team develop meaningful professional relationships with a diverse audience in Africa. Those relationships, in turn, helped us and CJTF-HOA, ensure mission success in our area of operations.



# Management

Management of command presences takes time, how much depends on the popularity of your content and community size. Although some commands find it useful to have just one main point of contact to manage social media sites, it's strongly recommended that any social media presence be run by a small team to ensure that there is no potential single point of failure for being able to manage information in a timely manner.

A commander should choose a team of people that he or she trusts to monitor the command social media presences, develop and post content when needed, remove public posts when required, interact with those who engage the command within that social tool and respond to public inquiry when necessary. Since this will more than likely be a collateral duty for the members of this team, it is recommended that the people you select be motivated out of personal interest to communicate with the command's audiences. Your public affairs officer is a logical choice to head up this team.



Photo by MC1 W. B. Swoboda



To ensure consistent management, commands should establish standard operating procedures to monitor, post content and engage with people. You should not expect to be able to manually monitor social media for your command around the clock - that's a full time job for anyone! Instead, you should aim for your team to be able to check on your command's social media presences periodically throughout the day. By having this work distributed throughout a team of people you will ensure better monitoring and management of social media. There are also monitoring software solutions if your command has the resources available.

Once your team is established you can keep them on task by requiring periodic (weekly, monthly) reports that include basic analytics provided by the social media platforms, popular content, relevant public posts and planned content.

Don't remove content or take a page offline unless there is a specific violation of your published business rules warranting removal, to include OPSEC. Organizations who remove content simply because that content is unflattering lose the trust of their audience and risk very public backlash. The commander has the responsibility to ensure enforcement of the posting policy, but taking something down just because it is unflattering is not recommended and ultimately counterproductive. While the fear of someone posting negative content about your command on your social site is an often cited argument against social media, research finds that about 65 percent of organization/brand mentions on the Web are positive and only 8 percent of brand mentions are negative. Furthermore, if a negative comment is posted on your social site it is likely to be addressed by the community you've developed on that social platform (other users).

# Metrics

As communicators, it is our job to help leadership set clear and measurable objectives for our command's communication efforts. Once these objectives have been set, there are a number of metrics that can be used to demonstrate effect and impact.

With traditional forms of media (newspaper, television, radio), we are only able to capture the number of relative impressions or general reach numbers of particular media outlets, making it difficult to know how effectively your message/content was delivered or if it was understood.

One of the significant advantages to using social media to communicate is that digital technology provides the opportunity to collect data about your communications, your audiences and your overall effectiveness. Through this data you can quickly determine how many people are viewing, reading, liking, commenting and sharing your content. You also have the ability to track how relevant issues are being discussed by monitoring feeds and searches for keywords.

Not all social media metrics have the same level of significance. Depending on your command's mission and communication objectives, different metrics will have more or less significance. Measures such as fan and follower counts and number of posts you make have limited value, as they only tell us about the reach of the message and don't provide insight into the effectiveness of that message. Metrics that show engagement and interaction are good measures of effectiveness as they demonstrate direct interaction with your content. Examples of these metrics include, likes, comments and impressions in Facebook, replies or re-tweets in Twitter, and comments in Flickr, YouTube, Facebook, and blogs. Metrics are most significant when they are tied to measurable objectives as they can give clear indicators of trends and progress.

Most social media platforms offer some form of basic metrics for posts, interactions, sharing, etc. as a part of their product. However, you should not limit yourself to the metrics and analytics that sites provide. Additional capabilities are available through paid services like Radian 6, Jive, Crimson Hexagon, Trendrr and many others, but it is important do to a certain level of analysis by hand.

Tracking your own postings, significant issues, and events can provide significant context to any trends online. Performing content analysis of posts and comments to examine reoccurring themes and sentiment (positive/negative/neutral) can take time, but it's an easy way to get a sense of the tone of conversations and can alert you to important shifts in conversation over time.

## Social Media Snapshot: metrics 11 months ago

✉ Email    ♥ Favorite    ⬇ Download    ⌂ Embed    ↶ Zipcast    More...

### Step 1 Devise search terms

Variations on your command name, commander, common misspellings, Keywords related to the command or its mission, etc.

### Step 2 Use social tracking software or sites, set up RSS feeds

Google, Addictomatic, Radian6, Twitter search ... the more the merrier

### Step 3 Keep track

Keep a spreadsheet to track topics and who is talking about you

BONUS: use a Google form to ease input of "coding" of social mentions



Presentation on the Navy Social Media Slideshare page (<http://www.slideshare.net/USNavySocialMedia/social-media-snapshot-metrics>) describes a methodology for how to do social media analysis locally. You can use this example or develop your own method for collecting and analyzing.





# CRISIS COMMUNICATION

Using social media to communicate with stakeholders during a crisis has already proven to be an especially effective use of the medium due to its speed, reach, and direct access. Social media has facilitated the distribution of command information to key audiences and media while providing a means for dialogue among the affected and interested publics. Here are some things you need to consider.



**You can't surge trust**, so your best course of action is to leverage already existing social presences. It is important to have a regularly updated channel of communication open between you and your key audiences before the crisis hits so they not only know where to find you online, but know that they can trust the information they get from you.

**Create a centralized location** to funnel information. Don't fragment your command into "Command Emergency Services" and "Command Logistics" – make the official command page, or a higher echelon page if appropriate, the nexus for information. If you don't have a command presence then the people most interested in the crisis may decide start their own group. Whatever the case, you need to communicate where the people most affected are communicating.

**Monitor incoming content posted by your users** on your social sites so you can understand what information they need and what is happening to them. Staff appropriately to answer questions as best as possible and ensure that your audience knows you are listening to them and actively engaged in the crisis.

**Post cleared information as you have it** – there's no need to wait for a formal press release. When you have solid information that your audiences want to know, post it. If you need to put out updated information later then do so, but don't let perfect be the enemy of good enough.

**Use mobile devices** to keep your social presences up to date. Whether the base is on lock-down, you're weathering out a storm at home or you're at a remote site at the scene, mobile devices allow you to share quick updates immediately. To that end, ensure your mobile devices are continuously charged. During Hurricane Katrina, bloggers would charge their mobile devices in their car because their power was out indoors. Be creative in finding

power solutions that work for your situation.

**Answer questions** as often as practicable. Avoid just posting information on a social media presence – that is what command websites are for. Be prepared to have people ask questions. Respond back as quickly as possible through the most appropriate means of communication.

**Monitor external conversations** regularly and correct inaccuracies. This is the best way to stop rumors before they run rampant. Use search engines and other monitoring tools to track discussion on the topic.

**Share and cross-promote** critical information with your network of trusted social media sites, such as other Navy command sites, government and official NGO sites like the American Red Cross.

**Encourage on-scene and first responder personnel to engage** via social media. You can do this by having them either use their personal accounts or feeding you information to post on the official command social sites.

**Promote the social media presence** on outgoing materials like press releases, e-mail signatures, links on the home page and even in conversations with reporters.

**Analyze success** of crisis communication via social media by looking at click-throughs, conversation, replies and reactions to postings, etc.



Photo by MC3 Dylan McCord



## CASE STUDY: Facebook and the Millington Flooding

**By David Crenshaw**, Naval Support Activity Mid-South Public Affairs

On May 1, NSA Mid-South experienced what has been described as a “thousand year flood.” The floodwaters displaced more than 300 families, single sailors and geographic bachelors that called the base home, damaged office buildings throughout the base, stranded cars, and took out electricity, telephone services and NMCI connectivity throughout the base.

After the first day’s activities, the PAO logged on to the command Facebook page and found that though the command had yet to utilize it as a means of providing any official word, the base residents had been active, uploading their own photos of the flood, and sharing stories and asking questions. The “fan” count had gone from less than 900 on April 30 to more than 1,200 in the few hours since the flooding began. We decided that if social media was where our base population was looking for information on the flood, then that’s where we were going to give it to them.

I brought my personal laptop into the Emergency Operations Center, tethered it to my personal cell phone for modem connectivity, and was up-and-running. I would spend the next two days barely able to leave my laptop, as other departments would bring me slips of paper or just verbal messages – “I need this posted to Facebook.” Anything and everything we were comfortable for the world to see, we put up on the page. Outside, our evacuees were logging on via their laptops – even as they were being evacuated during a natural disaster, they had the presence of mind to bring something with them so they could stay connected to the world, stay on top of the updates to the Facebook page.

Many of them also kept with them their digital cameras, and provided me with electronic photos of the flood or posted them to the Facebook page themselves. The Facebook page quickly became a place where the evacuees were able to come together in a virtual environment and lean on each other, as well as getting information coming straight from the command. It also allowed them to ask questions directly of the command, which helped me and the rest of the EOC staff to ensure that the questions we were trying to answer were the questions that people were asking. It ensured that we were not sending information out in a vacuum. And the “fan” population continued to grow, eventually quadrupling to more than 3,000 “fans” during the first month of the flood response.

By May 3, others were noticing the spotlight on the NSA Mid-South Facebook and Twitter pages. Other commands, including our largest tenants who also had established Facebook and Twitter pages prior to the flood, as well as “Big Navy,” had begun taking our postings and replicating them on their pages, thus increasing our reach. On the @NavyNews Twitter feed, in addition to replicating our posts, they also implored, “Navy and in Millington – you HAVE to follow NSA Mid-South; guys and gals working around the clock to put out the latest information, even we can’t keep up!” Navy Wife Radio did a special broadcast regarding the response efforts, and throughout it pushed the NSA Mid-South Facebook page as being the primary place to get updated information regarding the flood. Additionally, as our tenants began to get back on their feet, they also started posting their own updates to our page, increasing their reach.



## Results

Saved time. The traditional method for providing information to our audience would have been by setting up a Command/Joint Information Bureau and filtering it through the media, but to do so would have proven labor intensive and unfeasible for the two-person shop in Millington.

Efficient. Provided ability to push out all the information we wanted to share with our audience, not just the stuff that would have been of interest to the media.

Reassurance. For the evacuees, it offered peace of mind as they could see from day one the efforts going on to recover the base, even the things happening behind the scenes.

Community. Gave evacuees an opportunity to come together as a community and lean on each other.

# Crisis Communication Checklist

- BEFORE**
- Receive assurance from the command to ensure that the command supports this communication
  - Establish a command presence on relevant social media platforms. At a minimum we suggest Facebook and Twitter.
  - Plan and train multiple people at the command to communicate on your social media platforms during a crisis. Don't have a single point of failure.
  - Identify keywords that might be used when communicating about your command and any potential crisis you might face. (i.e. crash, collision, evacuation, humanitarian assistance).
  - Identify your key audiences in a crisis (e.g. families, Sailors, employees, community) and how you will communicate with them in a crisis
  - Ensure your key audiences in a crisis situation know how you will put out information (e.g., family care line, website, Facebook, local radio, television).
  - Understand that communication service (such as the telephone or NMCI access) may be interrupted during a crisis. Often times when telephone and cellular phone access is limited, text message and data transmission from mobile devices are the only way to get information out. Devise creative contingency plans for disseminating information, and keep in mind the public affairs officer may be charging his Blackberry in his car in order to manage Facebook because power may be out in the community.
- DURING**
- Communicate as you planned, and use all of your communication channels to get information out to relevant audiences.
  - If you haven't started a social media presence, get one off the ground ASAP! If you don't, someone else will communicate in this space for you and it may not be accurate information.
  - Actively use your social media presences to communicate relevant and timely information. Accuracy is important, but don't delay putting out useful information that can affect the safety and security of your audience.
  - Listen to what your audiences say to you via social media and respond appropriately. This is your opportunity to ensure they are informed and gain useful information during the crisis.
  - Search keywords surrounding the crisis and note what others are putting out. Are they talking about your command? Do they have the correct information? If not, provide them the correct facts. In some cases you will find increased avenues to tell your command's stories; in other instances you may find yourself correcting the record.
- AFTER**
- Ask designated communicators for lessons learned and implement changes to your crisis plan.
  - Continue to provide interesting updates and information to your audiences to maintain interest in your page.

# Additional Considerations

## Have a single command presence

In larger commands, there is a tendency for offices/units within a command to want to have their own presences. For example, the chapel may want to have its own presence, the Navy Counselor or DAPA for your command may want their own presence, etc. While this is up to the discretion of the command, it is recommended that you maintain a single command presence within each social media platform and allow those different offices/units to feed content to the command presence. That means one command Facebook page, Twitter account, and so on. The reason for this is that each subset of the command that has its own social media presence splinters the audience for the command and can increase the time spent managing multiple presences. Unless there is a compelling reason for a social media presence as a subset of the command presence, such as reaching a unique audience, it is strongly recommended that there be only one command social media presence per application.

## Communicating with families

Many Navy ombudsman and family readiness groups are also using social media to more effectively communicate with families. As a leader it is crucial that you actively participate in your command's social media presences. Your participation will demonstrate a willingness to listen to your families. Not everything you hear may be positive, but you'll be better positioned to make informed decisions and understand sentiment.

## Records keeping

Records keeping policy guidance for social media is being developed by USG/DoD. In the interim, it is up to COs and their PAOs to make a determination on when and what kind of information to archive. For example, if a unit is involved in an operation of historical significance then it would be prudent for the command to archive as much of the content of their social media presences as possible for the historical record. Some effective means of archiving information include ensuring the content posted on social presences is also available via a command website, archiving e-mail related to command social presences, taking screen captures of social presences, and copying and pasting posted content into a text file or word document.



*Photo by MC3 Dylan McCord*

A group of military personnel are working inside a large white tent. Several individuals are seated at tables, focused on their laptops. One person in the foreground is wearing a green jacket and camouflage pants, looking towards the right. Another person in the background is wearing a black beanie and a green jacket, also working on a laptop. A third person in the background is wearing a brown jacket and a black beanie, standing and looking at a laptop. The tent is filled with various equipment, including laptops, cables, and boxes. The lighting is bright, and the overall atmosphere is one of a busy, temporary workspace.

# Creating and Managing Aligned Content Across Multiple Platforms

## CREATING “SOCIAL” CONTENT

Before sending your team out to cover a story, discuss the concept of gathering content with the goal of having products that are appropriate for sharing through a variety of channels, including a news story, blog, quote and photo on Facebook, etc.

You will find that content for social media is easily supported by small adjustments to the content we already produce. Just keep in mind “value added” and whether the information you are posting to social media is something that your fans and followers feel compelled to engage with and forward on to their network of friends.

Here are some tips on how to make your content more sharable:





## Facebook

Command Facebook pages have provided platforms to recognize Sailors and civilian employees in addition to providing timely information and announcements. The type of content your command shares on Facebook will vary depending on how the Facebook page is utilized and who the audience is, but here are some considerations for successful content.

### Tips for engaging Facebook posts

- Create posts that encourage fans to participate and engage. Some examples: Pop Quiz Questions, Photo Contests, etc.
- Messages from the Commanding Officer and/or command leadership (often displayed as a Facebook Note)
- Creative videos
- Spotlight command personnel with photos and quotes
- Links to content (on Facebook or elsewhere online) that is relevant to the command audience
- Engagement from Command Leadership/Personnel with the audience

## Twitter

Initially you might be tempted to tie your Facebook feed to a Twitter account, but these are different audiences and different platforms. Connecting a Twitter account to an automated feed usually comes at a cost of interested followers. We recommend that even if your command does not actively tweet on a daily basis you maintain a Twitter account and monitor Twitter as often as possible. Remember, it is also about listening for feed back.

The Navy has effectively used Twitter during contingency operations, HADR missions, and for crisis communication. Often Twitter will be the first source of breaking news, and it is important that all Navy communicators understand how the medium works. When you must use Twitter for crisis communications often you will provide a tiny URL (often referred to as a bit.ly) to a website that provides more detailed information.

It is important that tweets during a crisis or for ongoing coverage of an operation be clear and concise. However, not all tweets will occur during crisis communications situations or for breaking news operations.

### Tips for creating re-tweetable Tweets

- Post clear and concise updates in real time
- Create clever posts that intrigue followers to click the link you provide.
- Limit posts to no more than 120 characters of the 140 character max. This is to leave room for your followers to share you tweet.
- Use a hashtag to assist with searches on Twitter. A hashtag is a keyword or phrase preceded by a #. Using a hashtag makes it easier for your tweets to be discovered and followed
- Using a URL shortener as previously mentioned you can share links to content. There are also specific URL shortening services for photo and video sharing such as "Twitvid" and "Twitpic"



## Video

Video received over social media has a unique feel that differs from packaged material that Navy commands have provided in the past for Daily News Updates and All Hands Updates. You should ALWAYS forward video to Navy Visual News Service because they are able to push your video to an even larger audience. Be aware of copyright laws and do not use music without permission.

Tips on creating sharable videos:

- Use B-roll (natural sound, minimal edits) video
- Keep videos under 3 minutes. The viewers' attention span on social media is shorter than if watching it on television. In addition size limitations must be considered for easy upload or download.
- Use creative video pieces set to music (remember the copyright issues!)
- Record and share short Video Blogs or a Sailor or Commander speaking directly to the camera with b-roll video spliced in.
- Consider a video angle that offers a "behind the scenes" feel.
- Use minimal computer graphics with any video product.

## Photos

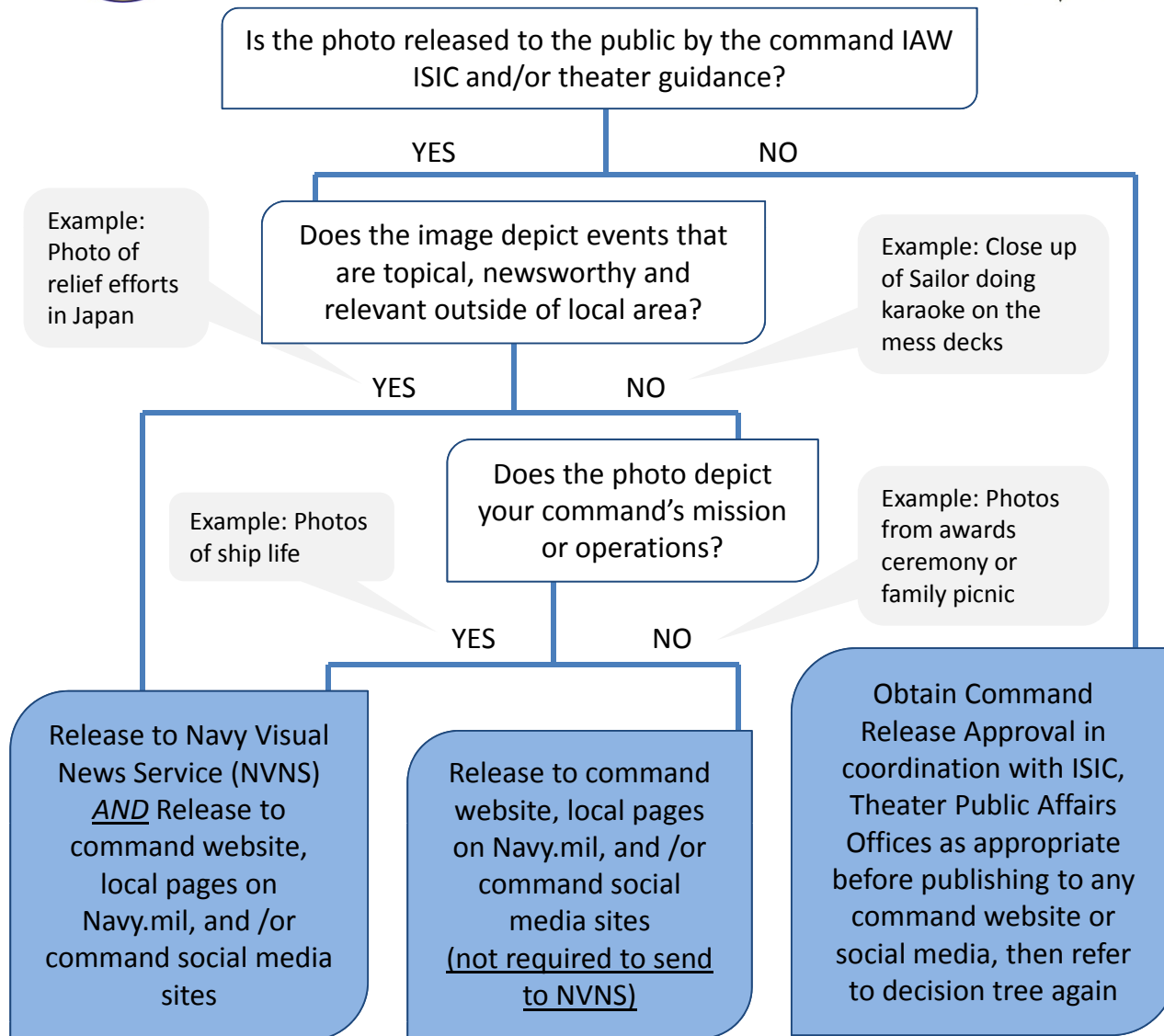
Social media has opened up an increased ability to share your command's photos to a larger audience. You can now post photos from awards ceremonies to a Facebook page or upload photos from a command event to Flickr, but this does not alleviate your responsibility to follow current instructions on imagery release.

While it is easy to post photos, you need to remain mindful of all of the considerations you would take into account if you were to release the image to the media. If you wouldn't give it to them, you shouldn't post it on social media. In addition, photos posted to social media should still be captioned so that it is clear what is taking place. A photo without appropriate context may give an unintended message. Also, consider that photos posted online often have extra metadata attached such as GPS coordinates. Before posting any image make sure that you don't accidentally include any location information that may violate operations security.



## Navy Imagery Decision Tree

A guide to help you determine what imagery should be released and where to use it.



No matter where you distribute, you still need to follow SECNAV instruction and the PA Tactics Manual guidance when capturing photos for your command. Additional tips below:

- Retain copies of all images locally for archiving
- All images must have VIRIN and caption
- When submitting to NVNS, send the highest possible resolution you can transmit
- Do not crop images
- Include contact information in email to NVNS or embedded in photo
- When it doubt, email images to NVNS!

[navyvisualnews@navy.mil](mailto:navyvisualnews@navy.mil)

✓ For guidance on how and when to archive photos, refer to the Navy Imagery Decision Tree at <http://www.slideshare.net/USNavySocialMedia/navy-imagery-archiving-decision-tree>

## Snapshot: Awesome Content

Email Favorite Download Embed Zipcast More...

# You can make your news stories more fun and sharable

1. **Find the interesting, personal side of your story** (AKA why others should care)
2. **Make it NEW** (current & relevant, relate to pop culture or current events)
3. **Capture first person accounts**
  - Written Q&A
  - Informal or professionally produced video
  - Podcast/ audio
4. **Incorporate multimedia**
  - Videos including candid interviews
  - Engaging/motivating music
  - Fan generated photos, videos, etc.
5. **Post/share on multiple platforms**  
(Website, Facebook, Twitter, blog, etc.)



**NAVY.mil**

Official Website of the UNITED STATES NAVY

**SOCIAL MEDIA SNAPSHOT**

For more tips on how to create interesting and sharable content, view the Navy Social Media Snapshot on "Creating Awesome Content" at <http://www.slideshare.net/USNavySocialMedia/snapshot-awesome-content>





# CASE STUDY: USS Abraham Lincoln Facebook Page

**By LCDR William Marks, USS Abraham Lincoln Public Affairs Officer**

*We opened our site in July 2009 while the ship was undergoing a significant maintenance period during which we wouldn't get underway for about six more months. Because of this growing the fan base was slow, but those who did become fans were clearly big supporters. We ended 2009 with about 3,000 fans even while never getting underway.*

*Our first underway was mid-January 2010, getting underway from Bremerton on time and on budget with great fanfare. This underway saw the first spike in our fan base as friends and families joined to get updates as we left the shipyard. I made the first underway post from our flight deck with my cell phone about 30 seconds after we departed: "underway on nuclear power"*

*In 2010 Lincoln was underway 216 days, allowing for a great deal of content and Facebook posting opportunities. However being underway also created bandwidth challenges, as we found Facebook to be the least stable platform upon which to upload photos and videos. We found that any video over 30 MB would usually time out, with the likely reason being upload speeds as low as 4kbs. The highest upload speed we saw was 100kbs, in 3rd fleet.*

*On deployment day the media department created a plan to videocast "live" from the pier as the ship departed. In reality, we had a team of 6-8 people with point and shoot cameras creating 60-90 second video clips, then handing their media card to a runner to bring onto the ship for immediate upload. Over the course of 4 hours we uploaded 15 videos and links, and the day was a huge success for our fans. I believe we gained 700 fans that day, which is still a Lincoln record.*

*Some of my best videos were done on a point and shoot camera in one take. Creativity and interesting content is more important than production quality. One Sunday at muster I divided the department into five teams of four. I told them they had one hour to record a 1-3 minute video for Facebook, then had 30 minutes for editing and post production. From this 90 minute exercise we created three videos that became extremely popular on our Facebook page.*

## **Results**

- 26,000 fans in 18 months
- Average impressions are about 50k per video or photo album
- 2.5 million item views per month
- Comments and likes average between .5 and 1.5 percent of views

## **USS Abraham Lincoln – Lessons Learned**

- Establish a command presence on social media before the emergency.
- Establish a leadership presence on your command social media outlets.
- Different focuses work well in concert. Messages on social media can be targeted to meet different audiences' information needs.
- Establish a structure and guidance for how to manage your presence.
- Interactivity is good, and nowhere else can you get it like this.

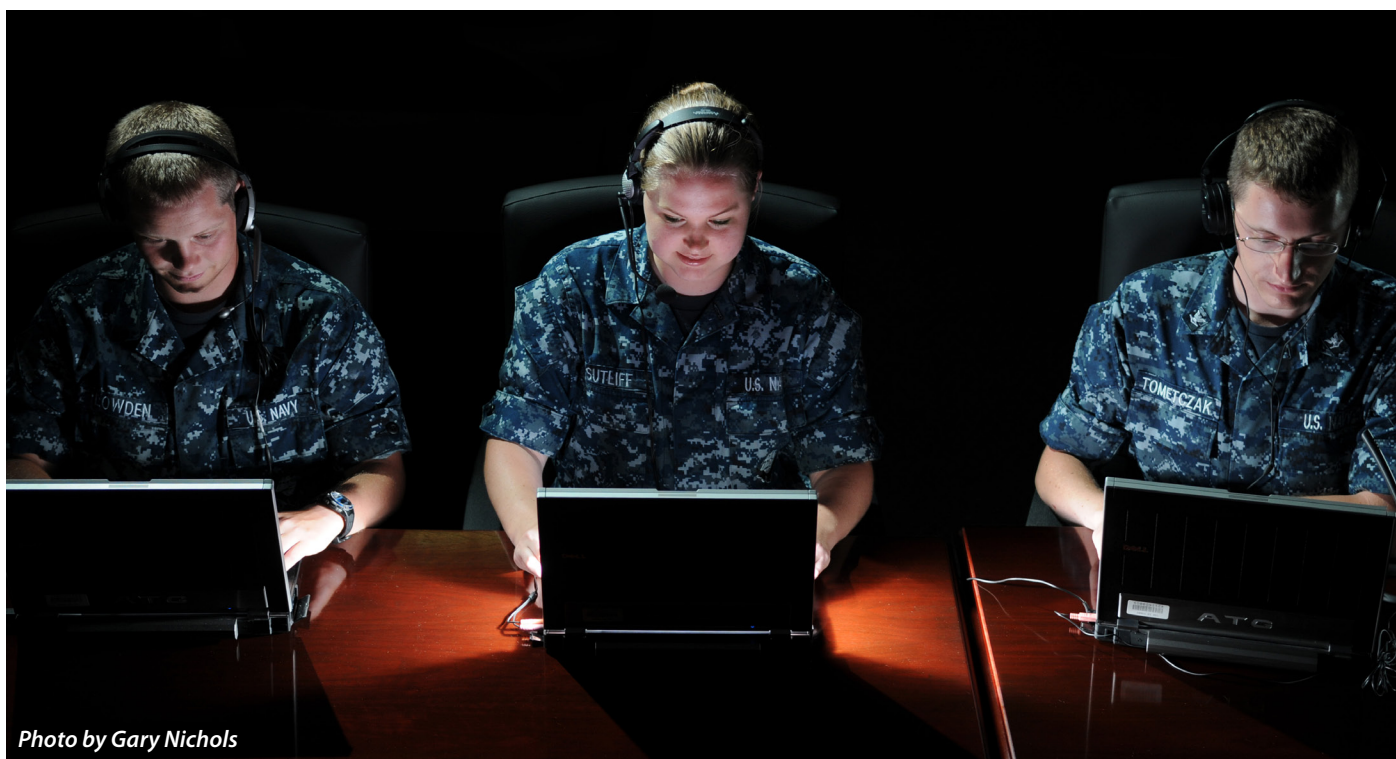


Photo by Gary Nichols

## Personal Use of Social Media

In order to effectively use social media on behalf of our commands and the Navy, we must first use it safely and effectively ourselves and train our Sailors and personnel to do the same.

### **PERSONAL CONDUCT/PROFESSIONALISM OF NAVY COMMUNICATORS**

As the Navy's corps of professional communicators, the Public Affairs community has a distinct responsibility to the Navy, our commanders, the public and ourselves. As the communicators, spokespersons and storytellers of the Navy we have a privileged role within the service. We are privy to information that is often available only to the most senior levels of command and must be able to represent our commanders and the Navy to a global audience.

As such, we are held to a higher standard than our peers and must be vigilant that what we say and do online and in social media not only follows the previously stated guidelines but also does not interfere with our ability to serve as the spokesperson for and advisor to the commander. This means that we must be judicious in what we say online and where we say it. We must also be disciplined in keeping our opinions to ourselves when there is a possibility that they could be used in a different context to discredit our role as spokesperson and advisor. To do less is to jeopardize our ability to effectively communicate on behalf of our command and the Navy.

## THE BASICS: What all Navy personnel should know about social media

The Navy encourages its personnel to responsibly engage in unofficial (read “personal”) Internet posts about the Navy and Navy-related topics. Navy personnel are often in the best position to share the Navy’s story with domestic and foreign audiences. But there are some things that everyone in the Navy should understand about their communications online:

- **There is only one “you” in social media:** Not long ago, it wasn’t outside of the norm to be able to distinguish between yourself in uniform or at work and yourself at home. But in social media there is only one “you.” That’s because the people that you associate with and connect to already know “you” or can quickly find out about “you.” Therefore when communicating in these spaces you will always represent the Navy to some degree because the people you are communicating with are your family, your friends, your coworkers, and already know about your affiliation with the Navy. So conduct yourself online with the understanding that what you say and do doesn’t just reflect on you but also reflects on the Navy. As a Navy public representative, there is no room for personal opinion in social media.
- **You are responsible for your actions online:** There is no free pass to your conduct online. If you say or do something online that violates the law, the UCMJ, and/or Navy policy, you can be held accountable when it is discovered. And since you are connected with people who know of your affiliation with the Navy, the probability you’ll be discovered is high.
- **Be transparent:** When communicating in social media be clear about who you are and what your opinions are. For example, if posting on a blog about a Navy topic make it clear that you are part of the Navy. You can use your rank and/or position if you like – just be clear and state that the post is your opinion and doesn’t necessarily represent the position of the Navy.
- **Watch what you say:** Avoid posting anything that can be seen as defamatory, libelous, obscene, abusive, threatening, racially or ethnically hateful, or otherwise offensive or illegal.
- **Correct misinformation professionally and respectfully:** If you see something written about the Navy online that you know is inaccurate then we encourage you to engage with that person and correct their misstatement or misunderstanding professionally and respectfully. Fewer and fewer people in the U.S. have a direct connection with the military, and when you correct this person in public this may be the only reflection some people have of the Navy. If you choose to correct someone, do so courteously.

## Marine sentenced following Facebook-posts court-martial

The California-based Marine who allegedly used his personal Facebook page to post offensive comments about Afghans and to threaten a fellow Marine's life was busted down a pay-grade and sentenced to 30 days hard labor, Marine officials said.

Pfc. Lionel Garcia, a heavy equipment operator assigned to 1st Tank Battalion at Marine Corps Air Ground Combat Center in Twentynine Palms, Calif., was investigated by the Corps after bloggers discovered a comment attributed to him on the social-networking site that read: "Well I feel my work here is done. I officially made an afghani (sic) hold up a sign that says 'I'm a faggot' while I took a picture of him." Garcia, a lance corporal at the time, was assigned to Regimental Combat Team 2 in Afghanistan.

The Facebook page bearing the offensive status update also listed Garcia's employer as the "Gay-ass

Marine Corps" and included another post suggesting he wanted to harm his roommate. The page was taken down almost immediately after his command launched its investigation.

In a June 2 summary court-martial, Garcia pleaded guilty to two counts of dereliction and orders violation and one count of conduct to bring discredit upon the Marine Corps, said Jennie Haskamp, a spokeswoman for the combat center. He was originally sentenced to 45 days hard labor, forfeiture of two-thirds of his pay for one month and reduction in rank to private, Haskamp said, but a commander later reduced the sentence to 30 days hard labor, reduction to E-2 and forfeiture of \$964.

The Corps expects to release additional guidance on social media in the coming weeks, said 1st Lt. Joshua Diddams, a Marine spokesman at the Pentagon.

— Arny McCullough

- **Avoid spillage and only use released-information:** When posting online don't post anything that is classified, for official use only (FOUO), or that violates operations security (OPSEC). Don't share official information that isn't approved for public release like emails, message traffic, public affairs guidance, pre-decisional materials, investigatory information, etc. If the information is on a public-facing website (i.e. you can access it from home) then the information is ok to use; otherwise be careful in putting anything from work on social media.
- **Stay in your lane:** Discuss issues related to your professional expertise, personal experiences, or personal knowledge, and refrain from speculating on subjects that you don't have any first-hand experience with.
- **Be careful what you borrow:** Social media is all about sharing but you need to be careful that you don't share someone else's intellectual property without their permission. Avoid using trademarks, service marks, certification marks, music, or other intellectual property unless it expressly states that it is okay to do so.
- **Use Navy graphics as appropriate:** You are encouraged to use Navy graphics in your social media content as long as its use does not bring discredit on the department, result in personal financial gain, or give the impression of official or implied endorsement. The use of the Navy and Marine Corps Seals are restricted to official use only.
- **Keep political discourse within DoD guidelines:** As part of DoD we serve the Command and Chief and our elected leaders. Our service carries with it the responsibility to serve our elected leadership without undermining their political authority. As such there are specific guidelines as to how we may express our political viewpoints that are outlined in [Department of Defense Directive 1344.10 - Political Activities by Members of the Armed Forces](#). These guidelines extend to how we express ourselves on political issues in social media, specifically:

- o You can express your political views on public issues or political candidates online, but not as part of an organized communication campaign.
- o If your communication identifies you as a member of DoD/DON it should clearly state the opinions are yours.
- o You cannot solicit votes for or against a party, candidate, or cause.
- o You cannot participate in any interview or discussion as an advocate for or against a party, candidate, or cause.
- o Commissioned officers must avoid *contemptuous words* against the President, Vice President, Secretary of Defense, Department Secretary (i.e. SECNAV), Governor and Legislature of any state he or she is on duty in or present. This is Federal Law and is punishable by court-martial.
- o Don't express or imply Navy or Marine Corps endorsement of any opinions, products or causes.



Photo by MC2 Adrian White

# Safe Use of Social Media

Communicating online and in social media offers tremendous advantages to the user. The ability to connect with others around the country and around the world from the comfort of our homes, our places of work, or other personal spaces brings us closer together with our families and friends. But this increased connectivity also has the potential to leave us exposed to unwanted violations of our personal information, our privacy, and our safety. There are a number of simple things we can do to safely communicate online and in social media:

- **Mind what you say:** You may feel like you are only talking to your friend from work but if you are doing it in social media then odds are that more than just your friend can see what you are saying. What you say online and in social media can be easily shared with people you never intended. Be mindful of what you say and where you say it online.
- **Protect your privacy:** Don't share any personally identifiable information (PII) such as your social security number, home address, birthday, birth place, driver's license number, or other personally identifying information. By piecing together information provided on different websites, criminals and adversaries can use that information to, among other things, steal your passwords, impersonate you, and make charges against your accounts.
- **Protect the privacy of others:** Just as you wouldn't want someone to share your PII don't share information about others that could be used to steal their identity.
- **Check your privacy settings:** Social media sites are designed to share your information and often share everything with everyone by default (and by everyone we mean everyone who uses a search engine like Google). How much you choose to share is up to you but you will need to spend some time adjusting the settings to your liking. Each social media site offers its own settings and customizations to allow the user to share only the information they wish to share. CHINFO has put together [recommended privacy settings for Facebook](#) that they recommend everyone adopt. These settings can be found on the Navy Social Media channel on Slideshare ([www.slideshare.net/USNavySocialMedia](http://www.slideshare.net/USNavySocialMedia)).
- **Don't grant access to people you don't know:** You wouldn't invite a stranger in your home, but often that is exactly what people do when they allow someone they don't know access to their social network on Facebook or other sites. Unless you have met the person face-to-face, there are no guarantees that someone you Friend on Facebook or talk to in social media is who they say they are. This [Washington Times article](#) describes how a journalist used a fictitious profile under the name "[Robin Sage](#)" to befriend cyber-security experts and gain potentially useful information about them. At CHINFO we have seen attempts by unknown persons for unknown purposes to gain access to the Facebook profiles of Sailors by posing as

## Fictitious femme fatale fooled cybersecurity

Intel, defense specialists fell for ruse in test

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By Shaun Waterman - The Washington Times

8:07 p.m., Sunday, July 18, 2010



Call her the Mata Hari of cyberspace.

Robin Sage, according to her profiles on [Facebook](#) and other social-networking websites, was an attractive, flirtatious 25-year-old woman working as a "cyber threat analyst" at the U.S. Navy's [Network Warfare Command](#). Within less than a month, she amassed nearly 300 social-network connections among security specialists, military personnel and staff at intelligence agencies and defense contractors.

A handful of pictures on her [Facebook](#) page included one of her at a party posing in thigh-high knee socks and a skull-and-crossbones bikini captioned, "doing what I do best."

"Sorry to say, I'm not a Green Beret! Just a cute girl stopping by to say hey!" she rhymingly proclaimed on her [Twitter](#) page, concluding, "My life is about info sec [information security] all the way!"

And so it apparently was. She was an avid user of [LinkedIn](#) - a social-networking site for professionals sometimes described as "Facebook for grown-ups." Her connections on it included men working for the nation's most senior military officer, the chairman of the Joint Chiefs of Staff, and for one of the most secret government agencies of all, the [National Reconnaissance Office \(NRO\)](#), which builds, launches and runs U.S. spy satellites. Others included a senior intelligence official in the [U.S. Marine Corps](#), the chief of staff for a U.S. congressman, and several senior executives at defense contractors, including [Lockheed Martin Corp.](#) and [Northrop Grumman Corp.](#) Almost all were seasoned security professionals.

But Robin Sage did not exist.

attractive young women. The threat is real, and it is important to protect yourself from potential exploitation.

- Choose applications wisely:** Social media sites such as Facebook offer the ability to use third-party applications to customize the experience, add additional functionality, and provide a service such as a game. Most of these applications are free because they use the information in your account to deliver targeted advertising or, in the worst cases, sell your information. If you choose to use third-party applications make sure you are aware of what they will do with your information if you agree to their terms of service.
- Be suspicious:** Be on the lookout for suspicious activity and act with caution. Don't click on links or open attachments unless you are sure the source can be trusted, and even then you need to be careful that it isn't a carefully crafted exploit.
- Look for intruders:** Be on the lookout for suspicious activity coming from your accounts. It's possible that someone has figured out your password and is using your accounts to learn more about you or engage in nefarious activity. If you have any doubt about your account safety, change your passwords and report the intrusion to the site as appropriate.
- Use strong passwords:** Your account passwords are your first line of defense against someone getting unauthorized access to your accounts, so make them as strong as possible. Have a different password for every login with as great a variation of characters as possible. Try to avoid dictionary words in any language, words spelled backwards, common misspellings, abbreviations, sequences or repeated characters, and personal information. Change your passwords periodically.
- Use anti-virus and anti-spyware software:** If your computer is compromised then no amount of effort in using strong passwords or restrictive privacy settings will keep your information safe. In addition to practicing safe computing (using a firewall, not opening strange attachments or going to questionable websites, and not allowing questionable individuals to use your computer) using anti-virus and anti-spyware software can help keep malware off of your computer that could compromise your security and privacy.

# Government and DoD Resources

## U.S. GOVERNMENT RESOURCES

- How to use social media to deliver great customer service: <http://www.howto.gov/social-media>
- [Apps.gov NOW: Get Blogs, Wikis and other Gov 2.0 tools that are free and compliant](#)
- [Timeline of U.S. government use of Social Media/ Gov 2.0](#)
- [Government 2.0: Federal Agency Use of Web 2.0 Technologies](#), 111th Congress, 2010, statement of David McClure, Ph.D. (PDF, 16 MB, 22 pages, July 2010, requires [Adobe Acrobat Reader](#))
- [OMB Memorandum 10-23, Guidance for Agency Use of Third-Party Websites and Applications](#) (PDF, 78 KB, 9 pages, June 2010, requires [Adobe Acrobat Reader](#))
- [Open Government, Transparency, and Social Media Presentation](#) (PDF, 11,490 KB, 87 pages, April 2009, requires [Adobe Acrobat Reader](#))
- [New Media Across Government](#) (video on YouTube)
- [Examples of Agencies Using Online Content and Technology to Achieve Mission and Goals](#) (PDF, 45 KB, 5 pages, December 2008, requires [Adobe Acrobat Reader](#))
- [Matrix of Web 2.0 Technology Tools and Government](#) (PDF, 45 KB, 2 pages, March 2008, requires [Adobe Acrobat Reader](#))
- [Records Management and Recent Web Technologies](#), National Archives
- [The Federal Consortium for Virtual Worlds](#)
- <http://challenge.gov/> Challenge.gov is an online challenge platform that empowers the U.S. Government and the public to bring the best ideas and top talent to bear on our nation's most pressing challenges.
- [How To Use Social Media Strategically in the Federal Government](#)—HowTo video

- Coordinate with [Federal Agency Records Officers](#)
- [Social Media Outlet Authentication](#)—how to establish your official agency brand
- [Web 2 0 Governance Policies Examples](#)—compiled by the Federal Web Managers Council's Social Media Sub-Council
- [Social Media Policies database](#)—policy examples, sorted by industry
- [USA.gov & GobiernoUSA.gov Social Media Guidelines—Making Content Sociable](#) (PDF, 8 pages, January 2011, requires [Adobe Acrobat Reader](#))
- [CDC Social Media Tools Guidelines & Best Practices](#)
- [CDC eHealth Metrics Dashboard](#)—CDC web and social media metrics
- [New Media Across Government](#)—Open Government YouTube video

## DOD RESOURCES

- [Directive Type Memorandum 09-026](#) – Responsible and Effective Use of Internet Based Capabilities
- [Social Software and National Security: An Initial Net Assessment](#), National Defense University research paper (PDF, 527.86 KB, 42 pages, April 2009, requires [Adobe Acrobat Reader](#))
- [DoD Social Media Education and Training](#)
- [DoD Terms of Service Agreements with Internet Based Capabilities](#)
- [Government and DoD tools available outside of and within the firewall](#)
- [DoD Social Media Directory](#), <http://www.defense.gov/RegisteredSites/SocialMediaSites.aspx>
- List of tools/providers that offer federal-compatible terms of service, [https://forum.webcontent.gov/Default.asp?page=TOS\\_agreements](https://forum.webcontent.gov/Default.asp?page=TOS_agreements)

## NAVY RESOURCES

- CHINFO Social Media Resources Page, <http://www.chinfo.navy.mil/socialmedia.html>
- Navy Social Media Directory, <http://www.navy.mil/socialmedia/>
- Policy, Privacy and Security
  - o Explanation of Official Guidance on Official Posts on Internet-based Capabilities
  - o Explanation of Official Guidance on Unofficial Posts on Internet-based Capabilities
  - o Recommended Facebook Privacy Settings
  - o Operations Security (OPSEC) guidance
  - o Considerations for social media in MIA/KIA situation
  - o Operational Risk Management principles for social media
- How-to Guides
  - o Navy Command Social Media Handbook
  - o Navy Ombudsman Social Media Handbook
  - o How to develop a social media strategy for your command
  - o How to use social media for leadership messaging
  - o How to define and track metrics for your social media efforts
  - o Top 10 ways to drive engagement on Facebook
  - o How to improve your content to get your command's ideas to spread
  - o How to use social media to provide better customer service to stakeholders
  - o How to interact with bloggers / host a blogger embark
  - o How to use social media for recruiting
  - o How to protect your information from the media
  - o How to use social media in a low bandwidth environment
  - o How to apply Federal Trade Commission's endorsement guidelines to social media
  - o How to share documents (PDFs, slides, magazines, etc.) via social media
  - o How to monitoring your brand online
  - o How to managing/impacting your brand online
  - o How to use Search Engine Optimization to increase awareness online
  - o How to use Google Reader to monitor conversations about your command online
  - o How to use the Navy network of social media sites to maximize impact of your message
  - o How to manage your command's Twitter account
  - o Geo Tags and Location Based Social Networks
  - o Records management for social media
  - o How to use Facebook for Military
- Additional Best Practice Examples
  - o Duty in Japan
  - o Veterans Day 2010
  - o Puget Sound Naval Shipyard
  - o Communicating in and out of Afghanistan
  - o Commander Sub Group 10 blog
  - o Navy Medical Community
  - o USS Abraham Lincoln video
  - o RIMPAC 2010
  - o Family Readiness Groups
  - o Naval Special Warfare Recruiting
  - o NORAD Tracks Santa
  - o Master Chief Petty Officer of the Navy, Rick West
  - o 7th Fleet



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